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**THE RELATIONSHIP BETWEEN ISLAMIC LEADERSHIP,  
DEMOGRAPHIC AND QUALITY MANAGEMENT PRACTICES AT  
ISLAMIC BUSINESS SCHOOL, UNIVERSITI UTARA MALAYSIA**

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UNIVERSITI UTARA MALAYSIA**

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**Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia  
In Partial Fulfillment of the Requirement for the Master of Sciences (Management)**

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## ABSTRACT

The leaders are responsible for ensuring the quality standards are applied to the institution. Therefore, to ensure the required quality is achieved, the wise leader must know how to lead and manage the members of the institution. There are various approaches advocated by Western scholars on leadership style in quality management, but there are still shortcomings in respect of Islamic leadership in quality management practices. Therefore, the study will recommend how Muslim leaders leading and manage the organization to implement a good quality management practices in Islamic Business School. There are a number of leadership traits and principle which are laid down by Islam to manage quality standards as predetermined by department and university. All of these leadership traits and principles are supported by either of the al-Quran and Sunnah or other sources associated with Islam. They all practiced by the Prophet Muhammad (SAW) and *Khulafa al-Rasyidin*. The study also aims to examine the relationship between demographic on quality management practices in Islamic Business School. This is because the study of demographic still not carried out by the previous study. The respondents comprised administrative staff at the Islamic Business School, University Utara Malaysia, which consists of academic and non-academic. A total of 56 staff as a whole is responded to the questionnaire. Several hypotheses have been built and tested using Pearson Correlation analysis to examine the relationship between independent variables and the dependent variable. The findings showed Islamic leadership has a relationship with quality management practices, while from the six factors of demographic tested as gender, age, position, job classification, working years' experience and level of education, only position do not have relationship towards quality management practices. Understanding the findings study allows Islamic Business School formulate and implement leadership development programs more effective. Some suggestions for organization and the future study also presented.

**Keywords:** Islamic Leadership, Demographic and Quality Management Practices

## ABSTRAK

Para pemimpin bertanggungjawab untuk memastikan piawaian kualiti digunakan untuk institusi. Oleh itu, untuk memastikan kualiti yang ditetapkan tercapai, pemimpin yang bijaksana mesti tahu bagaimana untuk memimpin dan menguruskan ahli-ahli institusi. Terdapat pelbagai pendekatan yang disarankan oleh sarjana Barat pada gaya kepimpinan dalam pengurusan kualiti, tetapi masih terdapat kelemahan berkenaan dengan kepimpinan Islam dalam amalan pengurusan kualiti. Oleh itu, kajian ini akan mencadangkan bagaimana pemimpin Islam mengetuai dan menguruskan organisasi bagi melaksanakan amalan pengurusan kualiti di Sekolah Pengajian Perniagaan Islam dengan baik. Terdapat beberapa ciri-ciri dan prinsip kepimpinan yang dikemukakan oleh agama Islam bagi mencapai matlamat pengurusan kualiti yang telah ditetapkan oleh jabatan dan universiti. Semua sifat-sifat dan prinsip kepimpinan ini disokong sama ada oleh al-Quran dan Sunnah atau sumber lain yang berkaitan dengan Islam. Semua sifat dan prinsip kepimpinan ini diamalkan oleh Nabi Muhammad (SAW) dan *Khulafa al-Rasyidin*. Kajian ini juga bertujuan untuk mengkaji hubungan antara demografi dengan amalan pengurusan kualiti di Sekolah Perniagaan Islam. Ini kerana, kajian demografi masih tidak dilaksanakan oleh kajian sebelumnya. Responden terdiri daripada kakitangan pentadbiran daripada di Sekolah Pengajian Perniagaan Islam Universiti Utara Malaysia, yang terdiri daripada akademik dan bukan akademik. Seramai 56 kakitangan secara keseluruhan telah memberi maklum balas kepada soal selidik tersebut. Beberapa hipotesis telah dibina dan diuji menggunakan analisis *Pearson Correlation* untuk mengkaji hubungan antara pembolehubah bebas dan pembolehubah bersandar. Dapatan kajian menunjukkan kepimpinan Islam mempunyai hubungan dengan amalan pengurusan kualiti, manakala daripada enam faktor demografi yang diuji iaitu jantina, umur, kedudukan, pengelasan pekerjaan, tahun pengalaman kerja dan tahap pendidikan, tetapi kedudukan sahaja menunjukkan tiada hubungan dengan amalan pengurusan kualiti. Pemahaman penemuan kajian membolehkan Sekolah Pengajian Perniagaan Islam merumuskan dan melaksanakan program pembangunan kepimpinan yang lebih berkesan. Beberapa cadangan untuk organisasi dan kajian pada masa hadapan juga dibentangkan.

**Katakunci:** Kepimpinan Islam, Demografi dan Amalan Pengurusan Kualiti

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## LIST OF ABBREVIATIONS

QM	Quality Management
QMPs	Quality Management Practices
IBS	Islamic Business School
UUM	University Utara Malaysia
SPSS	Statistical Package for Social Science



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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

In general, this study aims to identify the relationship between Islamic leadership, demographic and quality management practices. More specifically, the study aims to identify the characteristics of a leader that recommended by Islam for quality management practices. In the first chapter, it will introduce the study with discussing from a background of the study, research problem, and the purpose of the study, research questions, and research interests, limitations of the study and definition of terms.

### **1.2 BACKGROUND OF THE STUDY**

Islam as a religion that is widespread has a set of goals and values that include all aspects of human life. Islam is a holistic religion and teaches the community to organize and manage everyday life based on the values of Islam to achieve a better quality of life. Measures for performance evaluation and good quality shows to what extent the efforts made to reduce defects while doing the work. In addition, excellent leadership and management are not left behind in quality management. Every firm and institution of society require a good quality management to ensure their competitiveness in their respective industries.

Lately, a study focusing on Quality Management Practices (QMPs) services has amplified. More importantly, higher education institutions can be considered as the

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